



29 June 1979

MEMORANDUM FOR: Executive Committee Members

FROM: Leslie C. Dirks
Deputy Director for Science and Technology

SUBJECT: Executive Committee Agenda

1. Attached is a copy of a letter I have sent to the three industrial managers who have agreed to meet with the Executive Committee to discuss their system for incentive performance of senior personnel in their organizations.

2. The gentlemen and the times and places they are scheduled to meet with the Executive Committee are as follows:

12 July 1979
1400 hours
6E60 Hqs

13 July 1979
1000 hours
DCI Conf Rm

16 July 1979
1000 hours
DCI Conf Rm

Leslie C. Dirks

Attachment: a/s

29 June 1979

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Both Frank Carlucci and myself are very pleased that you can spare the time to meet with senior Agency management personnel to discuss with us your corporation's senior personnel compensation policies and system. In the context of the recent Civil Service Reform Act, from which this Agency is exempt, we are in the process of considering a major revision to our own personnel policies toward the end of taking advantage of some of the features of the Civil Service Reform Act, in particular the Senior Executive Service, but tailored more specifically to our unique needs. As you may know, the Director has broad authority under the 1947 Act which created this Agency, to establish personnel policies and management systems consistent with our unique needs.

You will be meeting with Mr. Frank Carlucci, myself and the other three Deputy Directors, the Comptroller, the EEO Officer, the Director of Personnel, a three-man task team established for the purpose of reviewing the Senior Executive Service and developing a specific program for compensation of senior personnel, and the Executive Secretary to our Executive Committee.

We would like to hear about your program for establishing compensation for your senior managers. We are especially interested in your incentive bonus plan, how the total pool of money available for incentive bonuses is established, the policy for allocating salary bonuses, the number of people covered under this plan, the positions covered, and the procedures you use for determining the amounts of annual bonuses. We are also

interested in the strengths and weaknesses you perceive in your system and the particular problems you have had in the administration of the system. Another point of some interest is any program you may have for executive development..

We would be interested in any specific thoughts you may have as to how a comparable program could be tailored within the constraints of a government organization.

We have scheduled one hour for our meeting with you and we would like to allow for time for an exchange after you have described your own system to us. Please feel free to bring anyone you would like with you to participate in these discussions. It may also be useful to continue for a time after the formal session with more detailed discussions with you, or any one else you may choose to bring, and members of the Office of Personnel's task team specifically charged with developing senior executive compensation alternatives for this Agency.

We have scheduled you at 2:00 p.m. on Thursday, July 12. I in particular very much appreciate your taking the time to meet with us on this extremely important matter which will be a fundamentally new departure not only for the U.S. Government, but this Agency in particular.

Warm regards,



Leslie C. Dirks

Executive Committee Calendar

<u>Date</u>	<u>Subject</u>	<u>Component</u>
Wednesday, 4/11/79 1400-1530 hours	Selection of Executive Committee topics	Staff
Friday, 4/13/79 1000-1130 hours	ADP #13 Review	ODP
Tuesday, 4/17/79 1000-1130 hours	Decision on modified procedures for ADP reviews Decision on information handling study	ODP
Wednesday, 5/2/79 1530-1700 hours	Discussion of issues in NAPA report Briefing on strategic planning	DDA Staff
Monday, 5/7/79 ✓ 1530-1700 hours	Briefing on CIA relationships with retirees Briefing on campus recruiting	DDA DDA
Wednesday, 5/9/79 ✓ 1000-1700 hours	FY 1981 Program Review	Compt.
Monday, 5/14/79 ✓ 1530-1700 hours	Identification of critical intelligence problems	Staff

*Indicated new item or change of date since previous calendar.

Note: Meetings will be held in the DCI Conference Room (7D64) unless otherwise noted.

cc: D/ODP
D/OP

*File
DCE - Excom*

Staff Recommendation

Responsible
Member

Begin Immediately:

Personnel Policy	DDA
Information Handling	DDA
Critical Intelligence Problem	NFAC

*Civil Service
Return
Language Training*

Begin Soon:

Agency SIGINT Objectives	DDS&T
<i>Doing More With Less:</i> Manpower Allocation	NFAC
<i>Prob. E -</i> Doing More with Less	All

Begin Later:

Release of Information to Foreign Nationals	DDO
Productivity Enhancement	DDS&T
Flow of Intelligence to Consumers	NFAC

Member's Views

	<u>DCI</u> <u>DDCI</u>	<u>DDA</u>	<u>DDO</u>	<u>DDS&T</u>	<u>NFAC</u>	<u>Compt.</u>	<u>EEO</u>
Personnel Management	X	X		X		X	
Critical Intelligence Problems	X			X	X	X	
Release of Information	X		X	O		X	
Manpower Allocation		X		X	X		
Flow of Intelligence to Consumers			X		X	X	
SIGINT Objectives	X				O	X	
Information Handling		X			O	X	
Productivity	X	X			O		
Doing More with Less		X		X	O		
Evaluation			O		X		
Relations with RMS and CTS			X	O			
Authorities of Deputy Directors			X	O			
Regional/Inter. Intelligence Gaps					X		
Seven Personnel Topics		X					
Costly Collection Systems			O		O		
Emergency Preparedness		O					
Clandestine Technical Collection			O				
Equities in "Friendly" Countries			O				

X - Most important and suitable

O - Less important and suitable

3 April 1979

MEMORANDUM FOR: Secretary, CIA Executive Committee

FROM: Don I. Wortman
Deputy Director for Administration

SUBJECT: Agenda Topics for CIA Executive Committee

REFERENCE: A. Memorandum from Comptroller dated 30 January 79,
Subject: Agency Management, Revitalizing the EAG

B. Memorandum from DDCI dated 9 March 79, Subject:
The CIA Executive Committee

1. In response to reference B., I am forwarding suggested topics for consideration by the CIA Executive Committee. Attachment 1. is a list of topics upon which work has already begun due to earlier interest expressed by the DCI and DDCI. I believe these should be scheduled for early consideration by the Executive Committee and have indicated dates by which we will be prepared to present our reports to the Committee. Attachment 2. is a list of additional topics I would like to have included on the Executive Committee agenda in the future.

2. In addition to the topics listed in the attachments, the NAPA Report and the resulting implementation plan should be given high priority on the Executive Committee agenda. If the report receives the careful consideration it deserves, a number of meetings will need to be devoted to this important topic.

3. Of the 19 topics suggested in the attachment to reference A., I recommend that manpower related topics (Items #2 - Personnel policy; #11 - Manpower allocation; #12 - Managing the process of doing more with less; and #14 - Productivity enhancement) and the Information Handling Study (Item #5) be given the highest priority. I also recommend that the Annual ADP review continue to enjoy the same high priority that it did in the EAG.

Don I. Wortman

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Attachments:
1. & 2. As Stated

Distribution:
Original - Addressee w/atts

1 - DDCI w/atts

1 - ER w/atts

1 - DDA Subj/Chrono w/atts

1 - ADDA Chrono

01. 9 1409

All Portions of this

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are Unclassified

SUGGESTED CIA EXECUTIVE COMMITTEE TOPICS
FOR EARLY CONSIDERATION

1. CIA Retirees - The Office of Personnel is studying a number of DCI questions regarding retirees. Included are such questions as: Should we be doing more for our retirees? Should we keep them better informed? Should we ask them to help us recruit? Should we ask them to help us improve our public image? The Office of Personnel is preparing a briefing and will distribute a point paper prior to the Executive Committee members before the meeting. They will be prepared by 25 April 1979.

2. Recruiting on College Campuses - The Director has indicated specific interest in how we are doing on campus recruitment and would like the following points addressed: Should we inventory our retired and active employees as to their college of origin and engage them on these campuses? Do we really want to recruit on campuses or are we interested in people with more experience? Can all of the Directorates help by supplying temporary recruiters for blitz activities on individual campuses? The Office of Personnel is working up a briefing and will distribute a point paper prior to the Executive Committee meeting. They will be ready on 2 May 1979.

3. Language Training Incentives - Based on an interest shown by the DDCI, the Director of Training is working on a package which will provide options on language training incentives as well as other proposals to attract students, conserve our assets and generally improve our language training program. A paper will be prepared to the DDCI. Hopefully, it will have been coordinated and endorsed by Agency Directorates and be ready for review by the Executive Committee after 30 April 1979.

4. FY '79 Advanced Personnel Plan - After a thorough briefing of the Agency Advanced Personnel Plan and struck by the amount of valuable information contained therein, Mr. Wortman feels that discussion of this personnel management tool would be important for Executive Committee review. He suggested this discussion take place prior to the thorough review of the NAPA report. The Office of Personnel is prepared to provide such a briefing in early May.

5. Civil Service Reform Act - Although the Agency is exempt, the Office of Personnel is studying the Civil Service Reform Act to determine what elements of it may be incorporated into the Agency personnel management plan. There continue to be questions concerning the implementation of the Act, therefore, it is suggested that a presentation not be arranged prior to the month of June. Two areas to be explored at that time would be the Senior Executive Service and the merit pay features. It is expected that point papers will be distributed to the Executive Committee prior to the presentation.

ADDITIONAL TOPICS FOR CONSIDERATION BY
THE EXECUTIVE COMMITTEE

1. Recruitment and Retention of Engineers and Scientists - The Agency is experiencing increasing difficulty in recruiting and retaining high caliber technical (engineering) and scientific personnel. There appears to be a salary gap between the Agency and private sector both at the entry and journeyman levels. If the Agency is to attract and retain the quality of professionals needed to support our technologically-advanced systems, we may need to establish salary levels competitive with the private sector rather than establishing salaries based on similar positions in other Federal agencies. The Executive Committee should initiate a study of this issue to determine whether there is a need for the DCI to exercise his unique salary-setting authority to maintain the required degree of professional excellence in our engineering and scientific work.

2. Overseas Incentives and Benefits Program - The motivation for overseas service is diminishing. Geographic mobility is adversely impacted by changing social conditions, including the entry of more wives into the work force. Inflation has seriously eroded the financial benefits perceived to accompany overseas service. A fresh and innovative look at motivational factors affecting overseas services is needed. The Executive Committee should initiate such a study.

3. Emergency Role of CIA - The current administration is beginning to focus more attention on emergency preparedness and the ability of the central government to continue to function in the event of a national disaster such as an attack on the United States. The Executive Committee should review plans and procedures covering planned emergency scenarios and provide guidance on support functions that will be needed in the emergencies. For example, the availability of survivable data bases and information systems may well determine whether CIA can carry on a meaningful emergency role. Costly long-term efforts are needed in the support areas and policy guidance is needed to give such efforts validity and momentum.

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